BLAVATNIK INDEX OF PUBLIC ADMINISTRATION
2024

RESULTS REPORT

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FOREWORD

Foreword from Professor Ngaire Woods,
Dean of the Blavatnik School of Government, University of Oxford

Our vision at the Blavatnik School of Government is of a world better led, better served and better governed, and our mission is to inspire and support better government and public policy around the world. Over the course of 2024 more countries have had elections and more people have participated in those elections than any other year in history. I am delighted that alumni of the School have stood as candidates and been elected to represent their countries and communities. While each election is different, at their core are questions of outcomes and competence, and whether the government is able to deliver what people want and need.

Through the Blavatnik Index of Public Administration we aim to help countries better understand how their public administrations and central civil services compare with others. We have seen how such comparisons help leaders set a pathway to an ever stronger, functioning, and capable bureaucracy.

The Blavatnik Index builds on the School's previous collaboration on the International Civil Service Effectiveness (InCiSE) Index from 2016-2020. Five years on from the 2019 InCiSE Index report much has changed, not least due to the COVID-19 pandemic but also increases in armed conflict around the world, ever more extreme impacts of climate change, and the rising adoption of AI in many different fields. These changes present both challenges and opportunities, so it is imperative that the public administrations that support governments in achieving both their long-term and day-to-day objectives are the best they can be.

The Blavatnik Index provides a refreshed framework for thinking about the qualities and functions of central government, and provides countries with a tool to assess their relative strengths and weaknesses. We have been able to extend coverage from the 38 OECD countries covered by the 2019 InCiSE Index to 120 countries.

Alongside this summary of the Index's headline results there is a comprehensive website that enables users to drill

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into the detail of the data and explore the countries or issues that they are most interested in.

We see real value in the Index not only in what the results show but also the conversations, learning and improvement that it can prompt and spur, enabling a more data-informed approach to public administration reform.

We are still only at the beginning of this journey: the available comparative data about the qualities and functions of public administrations is not as complete as we would like it to be, but just because the data is not perfect does not mean it has no utility. Some aspects of our framework such as openness or integrity have several sources of data covering many countries, while others, such as procurement or collaboration, are much more difficult to measure or have data limited to specific sets of countries. A secondary aim in compiling the Index is to promote dialogue and encourage further collection of data, so that over time we can develop a more rounded picture about how public administrations function.

We are grateful to all those have given their time to shape our approach to the new Index, especially the serving and former officials who have been part of our Senior Leadership Panel and generously shared their time and insights to help ensure that the Index can be a useful and usable tool. I would like particularly to thank Lord Gus O'Donnell, former UK Cabinet Secretary, for chairing the panel. We are also grateful to the many organisations that collect and make available the underlying data the Index is based on; it is only through their work that it has been possible to produce the Index.

I began by talking about our alumni who seek elected office, but many more of our alumni are civil servants in public administrations, or work with public administrations through their roles in multilateral institutions and non-governmental organisations. The Blavatnik Index is dedicated to them and their determination to deliver good government for their communities.

Ngaire Woods

Ngaire Woods
Dean of the Blavatnik School of Government,
University of Oxford

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Lord Gus O'Donnell

I am delighted that the Blavatnik School of Government has launched the Blavatnik Index of Public Administration, building on the experiences of the previous InCiSE Index. As a former Cabinet Secretary, I know how important it is to understand how your civil service is performing on strategy, policy, delivery and its people and processes. The Blavatnik Index provides this generation of public administration leaders with a valuable tool to help them better understand and monitor how their administration compares globally. I hope it encourages them to engage with their peers, to share best practice from their country and to learn from others."

Lord Gus O'Donnell, former UK Cabinet Secretary and chair of the Blavatnik Index's Senior Leadership Panel

BACKGROUND AND PURPOSE

A well-functioning public administration is necessary for governments to achieve their objectives. Irrespective of constitutional design and how a government is formed, it is the organisations and people that make up its public administration and civil service that support the government of a country to deliver outcomes and impact for individual citizens, the economy and society at large.

Individually, governments have ever larger volumes of data and information about how their administrations work The World Bank's recent *Government Analytics Handbook*[1] brings together advice and examples of practice of how countries can use data and analysis to improve operational and policy performance. Much of the data available to senior officials about the operation and management of their administration is domestic, either created by or solely about their country and its particular set-up.

Beyond the domestic there is also value in international comparisons. This is often done in terms of policy outcomes – the overall state of public finances, GDP growth or labour market performance, educational and health outcomes, or environmental statistics, etc. There already exist other indexes and indicators of public governance, the most prominent being the World Bank's Worldwide Governance Indicators[2]. These tend to take a multifaceted approach combining assessments of the functioning of the executive with ratings of the quality of democracy, the rule of law and assessments of policy performance. While these indexes and indicators provide important macro-level assessments of how countries perform, it can be difficult for senior officials to understand how the aspects they are directly responsible for compare or indeed the actions they can take to improve.

In addition to governance indicators, there also exists an array of other thematic data that can act as a source for international comparisons. For example, data from the IMF, OECD and others on tax administration, data from academics at the University of Gothenburg on integrity and recruitment in the public sector, data from the World Bank on the adoption of digital government, data from civil society researchers on the openness and coverage of official statistics, and so on.

Between 2016 and 2020 the Blavatnik School of Government – in partnership with the Institute for Government and the UK Cabinet Office, and funded by the Open Society Foundations – developed and published two editions of the International Civil Service Effectiveness (InCiSE) Index[3]. The InCiSE Index demonstrated the interest in and potential for comparative international benchmarking of public administrations and civil services. The Blavatnik Index of Public Administration is a refreshed and updated approach to benchmarking that builds on the foundations developed by the previous InCiSE Index.

Like the InCiSE Index, the aim of the Blavatnik Index is to foster a data-informed approach to peer learning about the management and reform of public administrations and civil services. It seeks to achieve this goal by bringing together data from different sources into a single tool that makes it easier for officials, politicians and others to better understand how countries compare. The Index is designed from the outset to be a practical tool using a relatively simple and transparent methodology to make it easy to trace how a country performs in the Index back to the source and prioritises data that is openly available and easy to interpret.

A secondary aim is to promote a dialogue about the extent and quality of the available data. Some themes covered within the Index have a large amount of data available while in others there are only one or two metrics available globally, and for some themes there is no useable

1 Rogger D and Schuster C (eds), 2023, The Government Analytics Handbook: Leveraging Data to Strengthen Public Administration. Washington, DC: World Bank. https://doi.org/10.1596/978-1-4648-1957-5

2 World Bank, 2024, Worldwide Governance Indicators: 2024 Update, Washington, DC: World Bank. https://www.govindicators.org/

3 The InCiSE Partners, 2019, The International Civil Service Effectiveness Index 2019. Oxford: Blavatnik School of Government, https://www.bsg.ox.ac.uk/incise

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data. In some cases there is good data for a particular theme but it is only available for a certain subset of countries and so this has not been included. Even in areas where there is good global coverage, there are still questions about whether the available data fully measures what matters most or would be most useful to help countries learn from each other.

The conceptual framework

It is often said that government is a 'black box' that nobody understands. Those of us who work in or with governments know that this is not the case, and that there are many different frameworks for conceptualising and thinking about government. Five years on from the 2019 InCiSE Index, drawing on desk research, workshops and other input from both academics and practitioners, the Blavatnik Index adopts a refreshed framework. It includes aspects of the InCiSE framework, such as integrity and policymaking, as well as new components such as the use of data and system oversight.

Building on the work of InCiSE, the logic model of the Index's conceptual framework is that public administrations take inputs (political direction, public finances and human resources) and through its activities, outputs and qualities helps achieve outcomes and impact (changes in society and the economy). The Index does not seek to measure either inputs or outcomes, instead focussing on the activities, outputs and qualities of public administrations and thus theoretically, given the same set of inputs, a country with a better public administration will deliver better outcomes.

The logic model recognises that besides inputs there are a range of other contextual factors that influence the capacity and ability of public administrations. The model recognises that there are a range of other actors, such as regional government, businesses and local communities, all of whom are vital partners for public administrations.

The measurement framework of the Index is structured around four domains that represent broad areas of public administration activity:

Strategy and Leadership – the setting of strategic direction, institutional stewardship, the core public service values and behaviours.

Public Policy – core public administration functions and activities that are fundamental for any national government.

National Delivery – direct public service delivery at the national level, and oversight of the wider range of public services delivered by others.

People and Processes – the realities of working in or for the public administration.

Pages 24-25 provide a summary of the Index's methodology and how the framework is used to produce the Index. Full details of the framework, methodology and source data are available on the Index's website: https://index.bsg.ox.ac.uk.

Inputs	Activity, outputs and qualities	Outcomes and impact
Political direction, public finances and human resources.	The activities, outputs and qualities of public administrations	Changes in society and the economy.

Activity, outputs and qualities

Strategy and leadership
- Strategic capacity
- Cross-government collaboration
- Openness and communications
- Integrity
- Innovation

Public policy
- Policymaking
- Financial management
- Regulation
- Crisis and risk management
- Use of data

National delivery
- System oversight
- Digital services
- Tax administration
- Border services
- Social security

People and processes
- Employee engagement
- Diversity and inclusion
- HR management
- Procurement
- Technology and workplaces

Context
Factors that influence and shape the nature of civil service activities.
- Broader political climate and debate.
- Constitutional and legal framework.
- Economic, social and environmental conditions.
- International context and actors.

Wider actors
Other entities that influence the outcomes and impact of public policy and public service delivery.
- Sub-national government and other public service partners
- Businesses and civil society
- People and communities

Inputs and contextual factors are not measured by the Index.

The Index measures the activities, outputs and qualities of public administrations.

Outcomes, impact and the activities of wider actors are not measured by the Index.

SECTION 3

OVERALL RESULTS

The Blavatnik Index of Public Administration has been calculated from 82 metrics drawn from 17 data sources. Each metric is aligned with one of the 4 domains and 20 themes set out in the Index's conceptual framework. Currently, on a 'global' basis we have been able to measure 16 of the 20 themes, four in each domain.

The methodology of the Index is designed to provide a relative assessment of country performance, the source data have been (re-)scaled from 0.00 to 1.00, where 0.00 represents the lowest scoring country and 1.00 represents the highest scoring country. This scaling is not only necessary because the source data are measured on different scales, but also supports our broader aim for the Index results to be a tool for comparative analysis.

The Index covers 120 countries which have been selected via a data coverage assessment that considers not just overall availability of data for a country but the spread of that data across the Index's conceptual framework. These countries represent a broad spread of geographic regions, income levels and population sizes. The main areas with low coverage are: the Caribbean where only three island nations are included; the Middle East and North Africa where only eight countries are included, so for analysis we have grouped these countries with nine others from central Asia; and, in Oceania where only Australia and New Zealand are included. While sub-Saharan Africa has good coverage overall, central African and Francophone nations are not as well represented.

It is inevitable that for an exercise such as this there will be a focus on individual rankings and positions, however users of the Index should exercise caution in how they interpret the results. The data provide only a partial picture of the performance and quality of public administrations and the Index methodology produces a relative assessment without regards to specific benchmarks. The best data about an individual country's public administration will be the data available domestically. The Index is designed to support and complement that data rather than to replace it. The Index is based only on data from sources with broad international coverage, there are other sources with fewer countries and we encourage users to also consider these source alongside the Index results.

Users should be careful in their interpretation of small differences in score and rank; the Index is designed as a tool to provide indicative comparisons that spur further inquiry and to promote peer learning rather than as a definitive or authoritative measure of performance.

A summary of the data sources, methodology and approach to country selection for the Index is provided at pages 24-25, and full details are available on the Index's website.

The top 5 countries in the Index are Singapore (1st); Norway (2nd); Canada and Denmark (joint 3rd); and Finland (5th). All five of these countries tend to perform strongly across all four domains of the Index – Singapore comes first/joint first in two of the Index's four domains (Public Policy and National Delivery); Denmark, Finland and Norway come first/joint first in one domain each (Strategy and Leadership, Public Policy, and People and Processes respectively); while Canada consistently comes fourth/joint fourth in each of the four domains. After these five countries there are seven countries that rank sixth to ninth: the UK and New Zealand (joint 6th); Australia (8th); and Estonia, France, Spain and the United States (joint 9th).

Naturally there is keen interest in who scores top in the Index, but the Index's global coverage allows countries to review how they compare to more relevant peers. Brazil and Columbia (both 32nd) are the highest scoring 'upper middle income' economies, Ukraine (42nd) is the highest scoring 'lower middle income' economy, while Rwanda (69th) is the highest scoring 'low income' economy. Comparing countries regionally, Uruguay (20th) is the third highest scoring country in the Americas (after Canada and the United States), Indonesia (38th) is the highest scoring country in Asia and Pacific that is not classified as a high income economy, Estonia's Baltic neighbours of Lithuania (15th) and Latvia (19th) are the next highest Eastern European countries and Mauritius (34th) and Kenya (62nd) are the highest scoring countries in Sub-Saharan Africa.

While our analysis produces an overall score this should only be the starting point for those interested in understanding how countries compare. The four countries which score joint ninth (Estonia, France, Spain and the United States) are a good example: while they achieve the same score and rank in the overall Index, they each score differently in the four domains that make up the Index. Estonia comes 2nd in the People and Processes domain but 17th in the National Delivery domain; Spain is 4th in the Public Policy domain but 28th in the People and Processes domain; France is 8th in the National Delivery domain but 14th in the Strategy and Leadership domain; and, the United States is 5th in the Strategy and Leadership domain but 22nd in the National Delivery domain.

Moving down a further level of the Index's framework and data model demonstrates this variability in country performance. Of the five countries that rank in the overall

top five for the Index, Denmark ranks in the top ten for 12 of the 16 themes the Index can measure, Norway for 10 themes, Canada and Singapore for 9 themes each and Finland ranks in the top ten for 8 of the 16 themes.

Pages 10-15 provide an overview of the results for each of the Index's four domains, and pages 16-21 provide an overview of the results by regional and economic groups. The Index results and domain ranks for all countries are provides on pages 28-30.

To explore the results in full and read more detailed commentary please visit the Index's results website: https://index.bsg.ox.ac.uk.

The top 50 countries in the Blavatnik Index of Public Administration
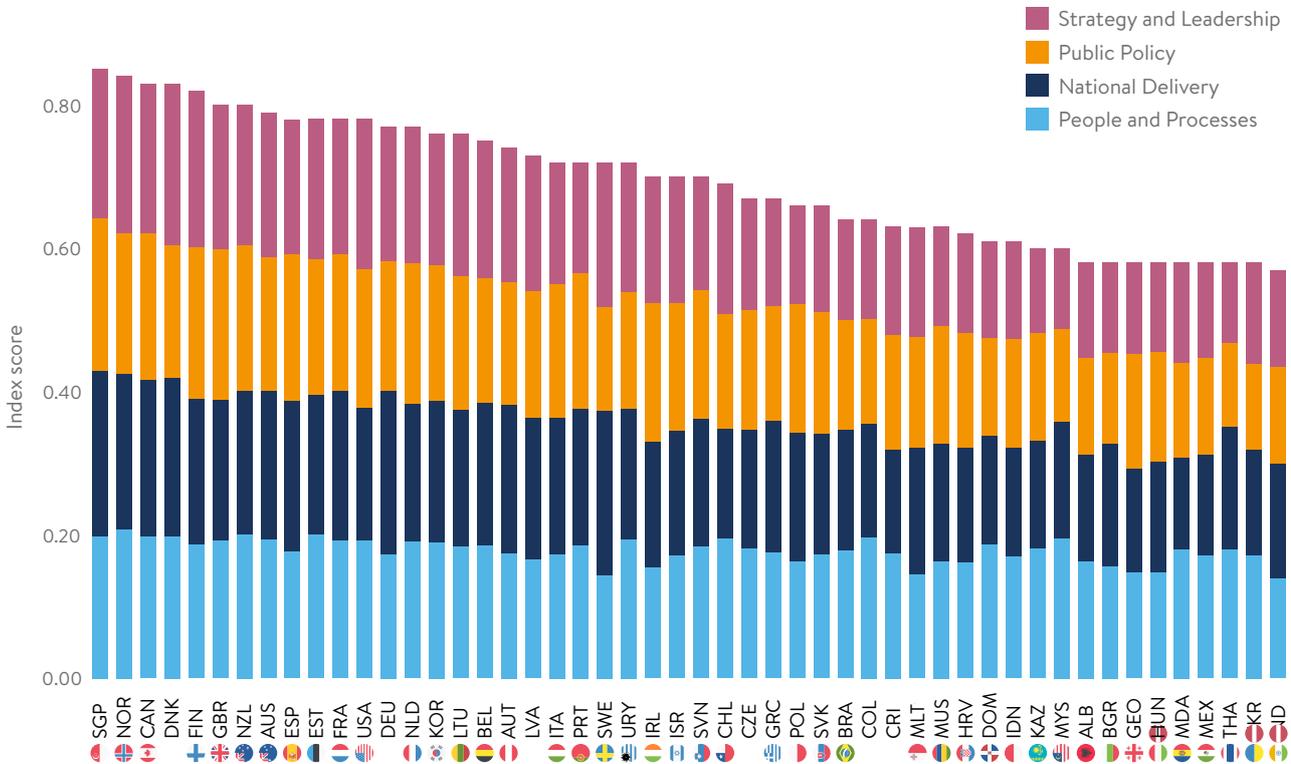
Results for all countries are available on pages 28-30

DOMAIN RESULTS

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Strategy and Leadership domain

The Strategy and Leadership domain seeks to assess the setting of the strategic direction for a government's programme of work, the stewardship of public institutions, and the overarching values that guide the behaviours of and approach taken by public officials. It is made up of five themes: strategic capacity; cross-government collaboration; openness and communications; integrity; and innovation. Four of these five themes can be measured in our Index, however at this time we have not identified suitable data with a global coverage to measure cross-government collaboration.

Overall, this domain is led by Denmark (1st), Finland and Norway (joint 2nd), Canada (4th) followed by Singapore and the United States (joint 5th). Denmark and Finland both rank in the top 10 for all four themes that make up the Strategy and Leadership domain, Canada ranks in the top 10 for three of the four themes, while Singapore and the United States both rank in the top 10 for two of the four themes.

Costa Rica (30th), Brazil and Moldova (both 33rd) are the highest ranking upper middle income economies; Ukraine (also 33rd), India (41st) and Mongolia (45th) are the highest ranking lower middle income economies; and, Rwanda (64th), Uganda (86th) and Togo (91st) are the highest ranking low income economies.

After Canada and the United States, Chile (21st), Uruguay (22nd) and Costa Rica (30th) are the highest ranking countries in the Americas. After Singapore, Australia (7th), New Zealand (11th) and South Korea (20th) are the highest ranking countries in Asia and Pacific. Lithuania (10th), Estonia (11th) and Latvia (14th) are the highest ranking countries in Eastern Europe. Israel (24th), Georgia (46th) and Saudi Arabia (48th) are the highest ranking countries in the Middle East, North Africa and Central Asia. Mauritius (36th), South Africa (59th), Kenya and Rwanda (joint 64th) are the highest ranking countries in Sub-Saharan Africa.

Strategic capacity

The strategic capacity theme seeks to measure the ability of the centre of government to set strategic direction and to ensure that the institutional structure of government remains fit for purpose. It is measured using four metrics focussed on setting priorities, though in practice most countries only have two metrics.

Finland comes first for strategic capacity, followed by Canada and the United States in joint second. Other countries of note: Latvia (9th) as the highest ranking Eastern European country, Costa Rica (19th) the highest ranking upper middle income economy, and Botswana (32nd) the highest ranking country in Sub-Saharan Africa.

Openness and communications

The openness and communications theme seeks to measure the extent to which governments consult and engage with citizens and stakeholders in policy development and the extent to which laws, regulations and government information is publicly available. This theme is measured using seven metrics covering both consultation and freedom of information.

Norway comes first, followed by Denmark in second and Israel in third. Other countries of note: Columbia (26th) is the highest ranking upper middle income economy, and India (29th) is the highest ranking lower middle income economy.

Integrity

The integrity theme seeks to measure the extent to which public officials make decisions and exercise their duties impartially and do not engage in corruption. It is measured using 10 metrics covering behaviours, anti-corruption, sanctions and public integrity data.

Norway and Singapore rank joint first followed by New Zealand in third. Other countries of note: Estonia (4th) is the highest ranking country in Eastern Europe, Mauritius (29th) is the highest ranking upper middle income country and in Sub-Sharan Africa, Namibia (46th) is the second highest ranking country in Sub-Saharan Africa.

Innovation

The innovation theme seeks to measure the degree to which new ideas, policies, and ways of operating can be freely developed. The theme is measured using three metrics: one covering an overall rating of whether governments have an innovative outlook, one on the existence of strategies and practices in support of digital innovations, and one on the use of innovative practices in tax agencies.

Denmark ranks first, Singapore ranks second and Lithuania ranks third. Other countries of note: the United States (6th) is the highest ranking country in the Americas, Brazil (23rd) is the highest ranking upper middle income economy, and Kenya (26th) is the highest ranking country in Sub-Saharan Africa.

Public Policy domain

The Public Policy domain seeks to assess the core public administration functions, the activities that are fundamental for any national government. It is made up of five themes: policy making; financial management; regulation; crisis and risk management; and the use of data. Four of these five themes can be measured in our Index, however while there is some data that assesses the transparency of budgets and financial information, we do not feel this is sufficiently robust to act as a proxy for the theme of financial management as a whole.

Overall, the Public Policy domain is led by Finland and Singapore (joint 1st), the United Kingdom (3rd), Canada and Spain (joint 4th). Singapore, the UK and Spain each rank in the top 10 for three of the four themes that make up the Public Policy domain, while Canada and Finland rank in the 10 for two of the four themes.

Mauritius (28th), Costa Rica and Georgia (both 30th) are the highest ranking upper middle income economies. The Philippines (45th), Jordan (46th) and Uzbekistan (50th) are the highest ranking lower middle income economies. Rwanda (39th), Burkina Faso (82nd) and Togo (86th) are the highest ranking low income economies.

After Canada, the United States (10th), Uruguay (29th) and Chile (30th) are the highest ranking countries in the Americas. After Singapore, New Zealand (6th), South Korea (11th) and Australia (15th) are the highest ranking countries in Asia and Pacific. Estonia (11th), Lithuania (15th), Poland and Slovenia (joint 19th) are the highest ranking countries in Eastern Europe. Israel (22nd), Georgia (30th) and Kazakhstan (39th) are the highest ranking countries in the Middle East, North Africa and Central Asia. Mauritius (28th), Rwanda (30th) and Ghana (55th) are the highest ranking countries in Sub-Saharan Africa.

Policymaking

The policymaking theme seeks to measure the extent to which governments can develop effective policy. It is measured using two metrics relating to policy coordination, though in practice most countries only have one of these two metrics.

Belgium and Finland rank joint first and Denmark, New Zealand, Spain, and the United Kingdom rank joint third. Other countries of note: Slovenia (16th) is the highest ranking country in Eastern Europe, Botswana (17th) is the highest upper middle income economy and in Sub-Saharan Africa, and Ghana (24th) is the highest ranking lower middle income economy.

Strategy and leadership domain results			
Overall leaders	**Regional leaders**	**Income group leaders**	**Theme leaders**
1 Denmark	Americas: Canada (4)	High income: Denmark (1)	Strategic capacity: Finland
=2 Finland	Asia and Pacific: Singapore (=5)	Upper middle income: Costa Rica (30)	Openness and communications: Norway
=2 Norway	Eastern Europe: Lithuania (10)	Lower middle income: Ukraine (=33)	Trust and integrity: Norway and Singapore
4 Canada	MENCA: Israel (24)	Low income: Rwanda (=64)	
=5 Singapore	Sub-Saharan Africa: Mauritius (=36)		Innovation: Denmark
=5 United States	Western Europe: Denmark (1)		

Regulation

The regulation theme seeks to measure the use of impact assessment in the development of regulations and that regulations are enforced properly and efficiently. It is measured by two metrics focussed on the enforcement of regulations.

Denmark and Norway rank joint first and Finland ranks third. Other countries of note: Estonia (5th) is the highest ranking country in Eastern Europe, Canada (7th) is the highest ranking country in the Americas, and Mauritius (22nd) is the highest ranking upper middle income economy and in Sub-Saharan Africa.

Crisis and risk management

The crisis and risk management theme seeks to measure how well governments prepare for and manage critical risks to the functioning of their country's society and economy. It is measured using six metrics, one relating to disaster risk management and five relating to cybersecurity.

South Korea and the United Kingdom rank joint first and Singapore and Spain rank joint third. Four countries – India, Mauritius, Norway and Türkiye – rank in fifth place spanning a range of geographic regions and income levels. A further four countries – Brazil, China, Latvia and the Netherlands – also rank in ninth place.

Use of data

The use of data theme seeks to measure the extent to which governments have the data, information and skills necessary to develop policy and deliver public services. However, in practice its 13 metrics largely measure the availability and extent of official statistics and other published data.

Norway ranks first, Serbia ranks second and Slovenia ranks third. Other countries of note: Sweden (5th) is the second highest ranking country in Western Europe, Brazil (11th) is the highest ranking country in the Americas, and Mongolia (23rd) is the highest ranking lower middle income economy.

National Delivery domain

The National Delivery domain seeks to assess the ability of the national government to oversee the delivery of public services, including those services it delivers itself. It should be noted that the responsibility and nature of public sector delivery varies considerably between jurisdictions; the Index does not and cannot seek to be a comprehensive comparative assessment of all types of public service delivery. Deliberately, the Index has sought to avoid services which are highly varied in their constitutional/operational arrangements and/or where their delivery is highly tied to policy goals (e.g. health, education, labour market). As a result, higher rankings in this domain do not necessarily mean that countries have better policy outcomes, rather that based on the available data, they have better approaches for overseeing/managing their public services than those they rank above.

Public policy domain results			
Overall leaders	**Regional leaders**	**Income group leaders**	**Theme leaders**
=1 Finland	Americas: Canada (=4)	High income: Singapore and Finland (=1)	Policy making: Belgium and Finland
=1 Singapore	Asia and Pacific: Singapore (=1)	Upper middle income: Mauritius (28)	Regulation: Denmark and Norway
3 United Kingdom	Eastern Europe: Estonia (=11)	Lower middle income: Philippines (45)	Crisis and risk management: United Kingdom and South Korea
=4 Canada	MENCA: Israel (22)	Low income: Rwanda (=29)	Use of data: Norway
=4 Spain	Sub-Saharan Africa: Mauritius (28)		
	Western Europe: Finland (=1)		

This domain is made up of five themes: system oversight; digital services; tax administration; border services; and social security. Four of these five themes can be measured in our Index, however unfortunately at this time we have not been able to identify any suitable data to measure the social security theme.

Overall, the National Delivery domain is led by Singapore (1st), Germany and Sweden (joint 2nd) and Canada and Denmark (joint 4th). Denmark and Singapore both rank in the top 10 for three of the four themes that make up the National Delivery domain, while Canada, Germany and Sweden each rank in the top 10 for two of the four themes.

Bulgaria and Thailand (joint 30th) are the highest ranking upper middle income economies, followed by Türkiye (33rd). Jordan (22nd) is the highest ranking lower middle income economy followed by Vietnam (36th) and then India and Kenya (joint 43rd). Rwanda (59th) is the highest ranking low income economy, followed by Uganda (63rd) and Ethiopia (94th).

After Canada, the United States (22nd), Uruguay (25th) and Brazil (36th) are the highest ranking countries in the Americas. After Singapore, Australia (9th) followed by New Zealand (12th) and South Korea (14th) are the highest ranking countries in Asia and Pacific. Latvia (14th), Estonia (17th) and Lithuania (19th) are the highest ranking countries in Eastern Europe. Jordan (22nd), Israel (30th) and Saudi Arabia and Türkiye (joint 33rd) are the highest ranking countries in the Middle East, North Africa and Central Asia. Mauritius (40th), Kenya and Zambia (both 43rd) are the highest ranking countries in Sub-Saharan Africa.

System oversight

The system oversight theme seeks to measure the extent to which the government can achieve its policy objectives through its own means and through leadership and stewardship of wider delivery systems. It is measured by two metrics that based on expert opinion of whether countries can achieve their policy objectives; in practice most countries only have one of these two metrics.

Germany and Sweden rank joint first and eight countries rank joint third (Australia, Canada, Denmark, Italy, Latvia, New Zealand, Norway, and the United Kingdom). After excluding high income economies, there are seven countries which jointly rank 28th: Albania, Costa Rica, Dominican Republic, Jamaica, Mauritius, North Macedonia and Vietnam.

Digital services

The digital services theme seeks to measure the government's support for digital public services through the strategies and policies that support their development, the technologies that enable them to work effectively, and the end user experience. It is measured using three metrics, covering digital strategies, backend technologies, and the existence of end-user services.

Brazil, Saudi Arabia and South Korea rank joint first, followed by Spain in fourth and France in fifth. Other countries of note: Estonia (6th) is the highest ranking country in Eastern Europe, Uruguay (7th) is the second highest ranking country in the Americas, and Uganda (49th) is the highest ranking low income economy.

Tax administration

The tax administration theme seeks to measure the operational quality of a country's national level tax administration. This theme has 12 metrics which cover the management of the tax agency, taxpayer compliance (e.g. filing and paying on-time, tax debt) and the uptake of digital methods for filing and service contacts.

Spain ranks first, followed by Singapore in second and Ireland and Jordan in joint third. Other countries of note: Serbia (5th) is the highest ranking upper middle income economy, Mongolia (6th) is the highest ranking country in Asia and Pacific, and Rwanda (11th) is both the highest ranking low income economy and the highest ranking country in sub-Saharan Africa.

Border services

The border services theme seeks to measure the operational quality of a country's national borders, the extent to which legitimate goods/services can be transacted across the border, and the ease with which tourists and business visitors can enter/leave the country. In practice this theme covers only a single metric on the efficiency of customs procedures.

Singapore ranks first, Denmark ranks second while Canada, Finland, and Sweden rank joint third. Other countries of note: Poland and Slovenia (both 17th) are the highest ranking countries in Eastern Europe; China, Malaysia, South Africa and Thailand (all 24th) are the highest ranking middle income economies; and Vietnam (34th) is the highest ranking lower middle income economy.

People and Processes domain

While the first three domains focus on the operational functioning of the public administration, in effect 'what' public administrations do or 'how' they do it, the People and Processes domain seeks to assess what and how it feels to work in or for the public administration. It is made up of five themes: employee engagement; diversity and inclusion; HR management; procurement; and technology and workplaces. Four of these themes can be measured in our Index, unfortunately at this time we have not identified suitable data with a global coverage that can provide a measure of employee engagement.

Norway ranks first, Estonia and New Zealand rank joint second and Canada, Denmark, and Singapore rank joint fourth. Denmark and New Zealand rank in the top 10 for three of the four themes that make up the People and Processes domain, Norway ranks in the top 10 for two of the four themes, while Canada, Estonia and Singapore each rank in the top 10 for one of the four themes.

Colombia and Malaysia (joint 7th) are the highest ranking upper middle income economies, followed by the Dominican Republic and Paraguay (both 18th). Ukraine (38th) is the highest ranking lower middle income economy, followed by the Philippines (48th) and Honduras (54th). Uganda (52nd) is the highest ranking low income economy followed by Niger (83rd), then Ethiopia and Togo (both 97th).

After Canada, Chile and Colombia (joint 7th) are the highest ranking countries in the Americas followed by Uruguay (10th). After New Zealand (2nd) and Singapore (4th), Malaysia (7th) is the highest ranking country in Asia and Pacific followed by Australia (10th) and South Korea (14th). After Estonia (2nd), Slovenia (18th) is the highest

ranking country in Eastern Europe followed by Lithuania (23rd), Czechia and Moldova (joint 24th). Kazakhstan (24th) is the highest ranking country in Middle East, North Africa and Central Asia followed by Armenia (33rd) and Israel (38th). Mauritius (48th) is the highest ranking country in Sub-Saharan Africa followed by Uganda (52nd), Eswatini and Zimbabwe (joint 57th).

Diversity and inclusion

The diversity and inclusion theme seeks to measure the extent to which the public administration workforce reflects the population and society it serves. It is measured using 10 metrics covering the openness of recruitment to different groups of people, the representation of women in public administration at large and the representation of women in management and senior positions in public administration.

Australia and Germany rank joint first and Belgium ranks third. Other countries of note: Costa Rica (8th) is the highest ranking upper middle income economy and joint with Canada (also 8th) the highest ranking country in the Americas, Estonia (13th) is the highest ranking country in Eastern Europe, and Guinea (36th) is the highest ranking country in Sub-Saharan Africa.

HR management

The HR management theme seeks to measure the formal practices that govern the recruitment and management of an effective public administration workforce. In practice it is measured using five metrics focussed on recruitment practices.

Norway ranks first, New Zealand ranks second and Sweden ranks third. Other countries of note: Malaysia (13th) is the highest ranking upper middle income economy, Benin (19th) is the highest ranking lower middle income economy

National delivery domain results			
Overall leaders	**Regional leaders**	**Income group leaders**	**Theme leaders**
1 Singapore	Americas: Canada (=14)	High income: Singapore (1)	System oversight: Germany and Sweden
=2 Germany	Asia and Pacific: Singapore (1)	Upper middle income: Bulgaria and Thailand (=30th)	
=2 Sweden	Eastern Europe: Latvia (=14)		Digital services: Brazil, South Korea and Saudi Arabia
=4 Canada	MENCA: Jordan (=22)	Lower middle income: Jordan (=22nd)	Tax administration: Spain and Singapore
=4 Denmark	Sub-Saharan Africa: Mauritius (=40)	Low income: Rwanda (=59)	
	Western Europe: Germany and Sweden (=2)		Border services: Singapore

and the highest ranking country in Sub-Saharan Africa, and Morocco (28th) is the highest ranking country in the Middle East, North Africa and Central Asia.

Procurement

The procurement theme seeks to measure the operational quality of public procurement practices. However, in practice this theme is measured using a single measure relating to the openness and availability of public procurement data.

Ukraine ranks first, Paraguay ranks second and Kazakhstan ranks third. Other countries of note: South Korea (9th) is the highest ranking country in Asia and Pacific, Cameroon (28th) is the highest ranking country in Sub-Saharan Africa, and Uganda (41st) is the highest ranking low income country.

Technology and workplaces

The technology and workplaces theme seeks to measure the enabling environment for public employees, the IT systems they use, and the buildings and locations they work in. In practice this theme relies on a single measure relating to the existence and nature of various administrative IT systems.

Due to the nature of the source data, half of the countries take one of three scores. There are 23 countries which rank joint first including countries from all income groups. All geographic regions except for the Middle East, North Africa and Central Asia (MENCA) region are also represented in this group of top scoring countries.

People and processes domain results			
Overall leaders	**Regional leaders**	**Income group leaders**	**Theme leaders**
1 Norway	Americas: Canada (=4)	High income: Norway (1)	Diversity and inclusion: Australia and Germany
=2 Estonia	Asia and Pacific: New Zealand (=2)	Upper middle income: Colombia and Malaysia (=7)	HR management: Norway
=2 New Zealand	Eastern Europe: Estonia (=2)	Lower middle income: Ukraine (=38)	Procurement: Ukraine
=4 Canada	MENCA: Kazakhstan (=24)	Low income: Uganda (=52)	Technology and workplaces: 23 countries
=4 Denmark	Sub-Saharan Africa: Mauritius (=49)		
=4 Singapore	Western Europe: Norway (1)		

SECTION 5

COUNTRY RESULTS

5

Key:

■ Top 10 countries overall

■ Top 5 in region or income group

■ All other countries included in the Index

The Blavatnik Index of Public Administration 2024 covers 120 countries in total. In addition to overall leaders this wide country coverage allows us to see how countries in different regions and income groups perform. This map highlights the countries that rank top 10 overall as well as highlighting the other countries that rank in the top five for their region and/or income group.

For regional analysis, countries have been allocated to one of six groups: Americas (22 countries); Asia and Pacific (18 countries); Eastern Europe (20 countries); Middle East, North Africa and Central Asia (15 countries); Sub Saharan Africa (29 countries); and Western Europe (16 countries).

For income group, countries have been classified according to the four 2023 World Bank income classifications[1]: high income economies (39 countries); upper middle income economies (35 countries); lower middle incomes economies (33 countries); and, low income economies (13 countries).

The following pages summarise the overall results for each of these region and income groupings.

Canada (3)

United States (9)

1 World Bank, 2024, World Bank Group country classifications by income level for FY24, https://blogs.worldbank.org/en/opendata/new world bank group country classifications income level fy24

5

United Kingdom (6)   Norway (2)

Finland (5)

Estonia (3)

Denmark (3)

France (9)

Spain (9)

Singapore (1)

Australia (8)

New Zealand (6)
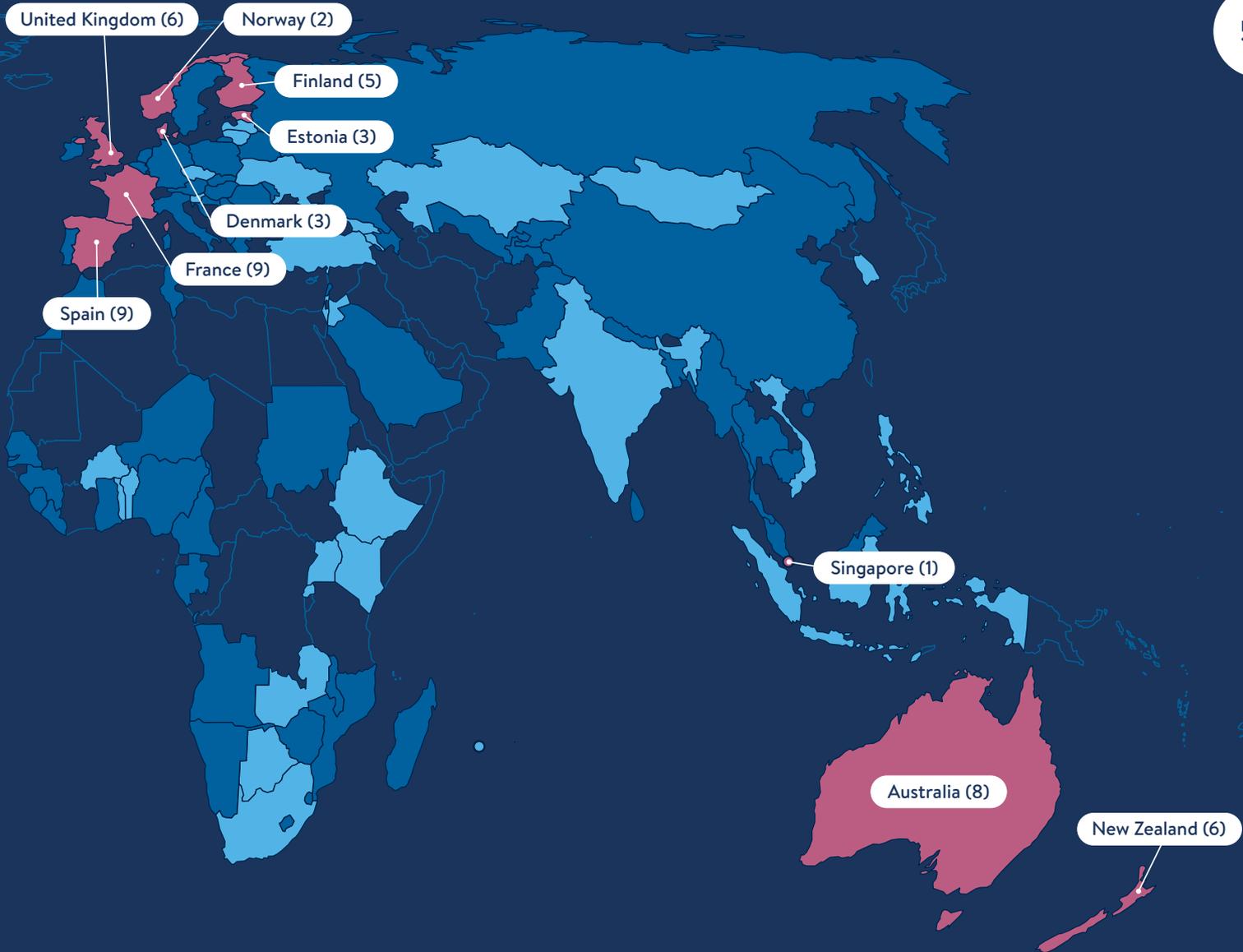
Results by income groups

High income

The results for high income economies largely mirror the overall results; these countries occupy the first 32 ranks of the composite Index. Similarly, the top ranks for each of the four domains making up the Index are dominated by high income economies; there are only nine instances where countries in the top 25 for each domain are not high income economies.

While high income countries top the Index and its constituent domains, we can still identify some relative strengths and weakness. High income economies are notably stronger in their ratings for the Strategy and Leadership domain, while their scores for the People and Processes domain are much closer to the scores of other income groups.

The World Bank classify 84 economies as high income; the Index covers 40 of these countries. Of those not covered, 23 are not UN member countries and are typically overseas or dependent territories (e.g. the Channel Islands or New Caledonia), and the 21 UN member countries not included are typically small island nations, countries in the Middle East and European microstates. The Index focuses on global sources to maximise country coverage, meaning that some high income countries such as Japan and Switzerland which were included in the 2019 InCiSE Index are not covered here.

Top 5 high income economies	
1	Singapore
2	Norway
=3	Canada
=3	Denmark
5	Finland

Upper middle income economies

Brazil and Colombia (joint 32nd) are the highest ranking upper middle income economies for the Index overall, followed by Costa Rica and Mauritius (joint 34th), then the Dominican Republic and Indonesia (joint 38th).

Costa Rica is the highest ranking upper middle income economy for the Strategy and Leadership domain (ranking 30th), Mauritius for the Public Policy domain (ranking 28th), Bulgaria and Thailand for the National Delivery domain (joint 31st), while Colombia and Malaysia are the highest ranking upper middle income economies for the People and Processes domain (joint 7th).

As a group, upper middle income economies typically score around the average for the Index's domains and themes, however their scores in the People and Processes domain tend to be above average, while their scores in the Strategy and Leadership domain tend to be below average. Within the National Delivery domain, above average performance in the digital service and tax administration themes masks below average performance in the system oversight and border services themes.

Top 5 Upper middle income economies	
=32	Brazil
=32	Colombia
=34	Costa Rica
=34	Mauritius
=38	Dominican Republic
=38	Indonesia

Lower middle income economies

Ukraine (42nd) is the highest ranking lower middle income economy for the Index overall, followed by India (50th), Jordan and Mongolia (joint 51st) and then Kenya, the Philippines and Vietnam (joint 62nd).

Ukraine is the highest ranking middle income economy for the Strategy and Leadership domain (ranking 33rd) as well as for the People and Processes domain (ranking 38th), the Philippines is the highest ranking upper middle income economy for the Public Policy domain (ranking 45th), while Jordan is the highest ranking for the National Delivery domain (ranking 22nd).

As a group, lower middle income countries tend to score below average across all domains, however their scores for the People and Processes and National Delivery domains are typically closer to the average than their scores for the Strategy and Leadership and Public Policy domains.

Top 5 Lower middle income economies	
=42	Ukraine
50	India
=51	Jordan
=51	Mongolia
=62	Kenya
=62	Philippines
=62	Vietnam

Low income economies

Rwanda (69th) is the highest ranking low income economy for the Index overall, followed by Uganda (79th), Ethiopia and Togo (joint 93rd) and Burkina Faso (98th).

Rwanda is the highest ranking low income economy for the Strategy and Leadership (ranking 64th), the Public Policy domain (ranking 39th) and the National Delivery domain (ranking 59th). Uganda is the highest ranking low income economy for the People and Processes domain (ranking 52nd). Rwanda is the highest low income economy in nine of the 16 themes measured by the Index. Burkina Faso, the Gambia, Malawi, Niger, Togo and Uganda all rank highest amongst their peers for at least one theme.

As a group, low income countries tend to score below average across all domains, however their scores for the People and Processes domain are typically closer to the average than their scores for the other three domains.

Top 5 Low income economies	
=69	Rwanda
=79	Uganda
=93	Ethiopia
=93	Togo
=98	Burkina Faso

Results by geographic regions

Americas

Canada (3rd) is the highest ranking country in the Americas for the Index overall, followed by the United States (9th), Uruguay (20th), Chile (27th) and Brazil and Colombia (joint 32nd).

Canada is the highest ranking country in the Americas across all four of the Index domains, coming fourth in each. The United States is the next highest ranking country in the Americas for three of four domains, placing 5th for Strategy and Leadership, 10th for Public Policy and 22nd for National Delivery. After Canada, Colombia and Chile are the highest ranking countries in the Americas for the People and Processes domain (ranking joint 7th).

As a group, countries in the Americas tend to score above average in the People and Processes domain and below average for the Public Policy and National Delivery domains.

Top 5 Americas countries	
=3	Canada
=9	United States
=20	Uruguay
27	Chile
=32	Brazil
=32	Colombia

Asia and Pacific

Singapore (1st) is the highest ranking country/territory in the Asia and Pacific region for the Index overall, followed by New Zealand (6th), Australia (8th) and South Korea (15th). Excluding high income economies, the highest ranking country/territory in Asia and Pacific is Indonesia (38th), followed by Malaysia (41st) and Thailand (44th).

Singapore is the highest ranking country in Asia and Pacific for three of the Index's four domains, ranking first for the Public Policy and National Delivery domains and fifth for the Strategy and Leadership domain. New Zealand is the highest ranking country for the People and Processes domain, ranking second. Excluding high income economies, Indonesia is the highest ranking country in Asia and Pacific for the Public Policy domain (ranking 36th) and the Strategy and Leadership domain (ranking 36th), Thailand is the highest ranking for the National Delivery domain (ranking 30th), and Malaysia is the highest ranking for the People and Processes domain (ranking 7th).

As a group, countries in Asia and Pacific have the largest variance in scores making it difficult to draw regional generalisations; their average scores when taken as a group are close to the overall average scores for all countries included in the Index.

Top 5 Asia and Pacific countries	
1	Singapore
=6	New Zealand
8	Australia
=15	South Korea
=38	Indonesia

Eastern Europe

Estonia (9th) is the highest ranking country in Eastern Europe for the Index overall, followed by Lithuania (15th), Latvia (19th), Slovenia (24th) and Czechia (28th).

Estonia is the highest ranking country in Eastern Europe for two of the Index's four domains, People and Processes (ranking 2nd) and Public Policy (ranking 11th), Lithuania is the highest ranking country for the Strategy and Leadership domain (ranking 10th) and Latvia is the highest ranking country for the National Delivery domain (ranking 14th). Excluding the three Baltic nations, Slovenia is the highest ranking country for three domains (Strategy and Leadership, Public Policy, and People and Processes) and joint highest with Poland for the National Delivery domain.

As a group, the countries of Eastern Europe tend to score above average, albeit less strongly than their Western European counterparts. The procurement and use of data themes are both areas where they have relatively strong performance compared to other regions.

Top 5 Eastern Europe countries	
=9	Estonia
=15	Lithuania
19	Latvia
=24	Slovenia
=28	Czechia

Middle East, North Africa and Central Asia

Israel (24th) is the highest ranking country for the Index overall in the Middle East, North Africa and Central Asia (MENCA) group, followed by Kazakhstan (40th), Georgia (42nd), and Armenia, Jordan and Türkiye (joint 51st).

Israel is the highest ranking MENCA country for the Strategy and Leadership domain (ranking 24th), and the Public Policy domain (ranking 22nd), Jordan is the highest ranking country for the National Delivery domain (ranking 22nd) and Kazakhstan is the highest ranking country for the People and Processes domain (ranking 24th).

As a group, the countries in the MENCA grouping tend to score below average, particularly for the Strategy and Leadership and People and Processes domain. Their scores for the HR management, strategic capacity and integrity themes are notably below average. However, it should also be noted that the MENCA group of countries has relatively lower coverage compared to other regions, with only 15 of these 29 countries included in the Index.

Top 5 MENCA countries	
=24	Israel
=40	Kazakhstan
=42	Georgia
=51	Armenia
=51	Jordan
=51	Türkiye

Sub-Saharan Africa

Mauritius (34th) is the highest ranking country in Sub-Saharan Africa for the Index overall, followed by Kenya (62nd), Rwanda and South Africa (joint 69th), and then Benin, Botswana and Zambia (joint 73rd).

Mauritius is the highest ranking country in Sub-Saharan Africa for all four of the Index domains, ranking 28th for the Public Policy domain, 36th for the Strategy and Leadership domain, 40th for the National Delivery domain and 48th for the People and Processes domain. After Mauritius, South Africa is the highest ranking country for the Strategy and Leadership domain (ranking 59th), Rwanda is the highest ranking country for the Public Policy domain (ranking 39th), Kenya and Zambia are the highest ranking countries for the National Delivery domain (ranking 43rd) and Uganda is the highest ranking country for the People and Processes domain (ranking 52nd).

As a group, the countries in Sub-Saharan Africa tend to score below average across all domains, however their scores for the People and Processes domain are typically closer to the average than their scores for the other three domains.

Top 5 Sub saharan Africa countries	
=34	Mauritius
=62	Kenya
=69	Rwanda
=69	South Africa
=73	Benin
=73	Botswana
=73	Zambia

Western Europe

Norway (2nd) is the highest ranking country in Western Europe, followed by Denmark (3rd), Finland (5th), the United Kingdom (6th) and France (9th).

Denmark is the highest ranking country in Western Europe for the Strategy and Leadership domain (ranking 1st). Finland is the highest ranking country for the Public Policy domain (ranking 1st), Sweden is the highest ranking country for the National Delivery domain (ranking 2nd) and Norway is the highest ranking country for the People and

Processes domain (ranking 1st). Excluding the Nordic nations, the United Kingdom is the highest ranking country in Western Europe for the Strategy and Leadership domain (ranking 7th) and the Public Policy domain (ranking 3rd), and with France is the joint highest ranking country for the People and Processes domain (joint 10th). Germany is the highest ranking country for the National Delivery domain (ranking 2nd).

As a group, countries in Western Europe are frequently at the top of the overall rankings for the Index and its constituent domain. These countries score substantially above average for most domains and themes, except for the People and Processes domain where their average scores for the procurement theme and the technology and workplaces theme are only slightly above the averages of all countries.

Top 5 Western Europe countries	
2	Norway
=3	Denmark
5	Finland
=6	United Kingdom
=9	France
=9	Spain

Map legend

- Americas
- Asia and Pacific
- Sub-Saharan Africa
- Eastern Europe
- Western Europe
- Middle East, North Africa and Central Asia

Countries not included are at 50% opacity
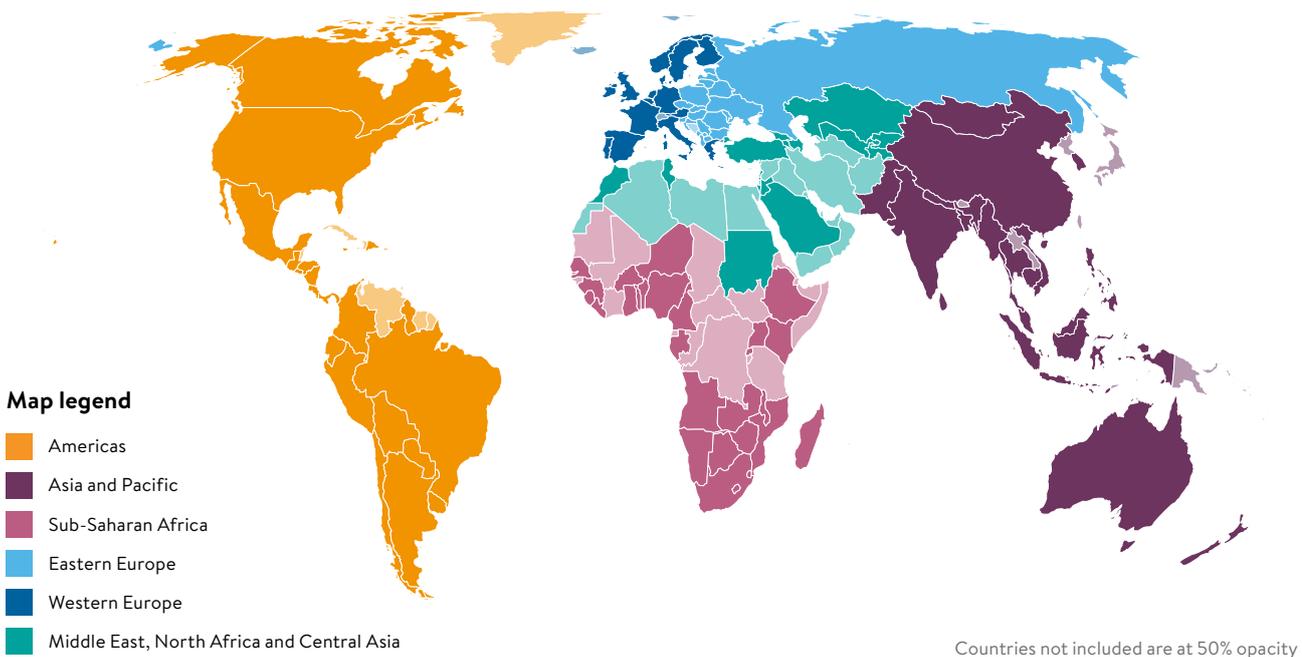
SECTION 6

NEXT STEPS

We trust that this first edition of the Blavatnik Index of Public Administration, building on the work of InCiSE, motivates those leading national-level public administrations to complement their existing data and analysis on how their institutions are performing with international comparisons and to learn from others. The results and methodology are open source materials; we encourage further analysis of the Index itself and its relationship with other indicators. Longer term, we hope to stimulate improvements in the data landscape for international comparisons of public administrations and civil services.

Exploring the relationship with inputs and outcomes

The guiding logic of the Index's conceptual framework is that public administrations and civil services are the means by which governments take inputs (political direction, financial and human resources) and achieve outcomes (economic and social progress). There is much still to be done to explore the relationships between the Index and inputs and outcomes however we have undertaken some initial analysis.

We looked at two input measures – (1) population as a proxy for scale complexity, and (2) government expenditure as a proportion of GDP - as a relative measure of the resources governments have available at their disposal. Our initial analysis found no strong correlation between the Index score with either population size or government expenditure.

We looked at two high-level outcome measures – (1) GDP per capita (adjusted for purchasing power parity) and (2) the World Bank's Human Capital Index. The Index correlates strongly with GDP per capita and with the Human Capital Index. There is already a strong correlation between GDP per capita and human capital, and even after accounting for this the Blavatnik Index score still has a statistically significant correlation with the Human Capital Index. This suggests that even after accounting for economic development, countries with better public administrations tend to have better social outcomes. We wish to encourage further analysis of the relationship between the quality of public administration and indicators of economic and social outcomes.
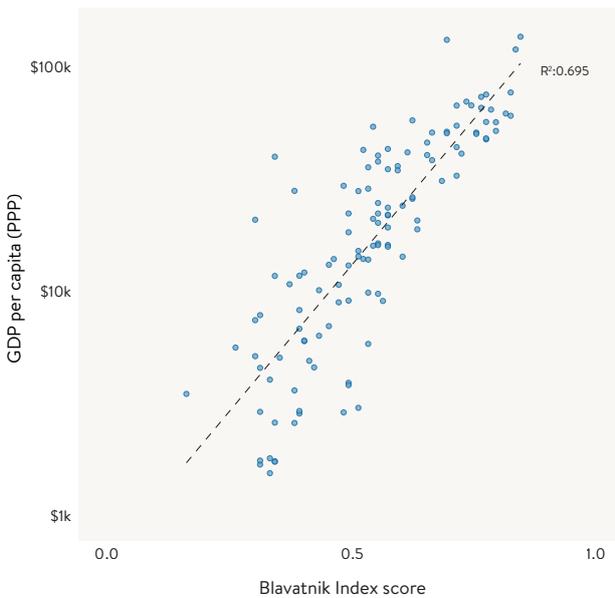
Correlation between the Blavatnik Index of Public Administration and GDP per capita

Source: World Bank (2024).
Note: GDP per capita adjusted for purchasing power parity (PPP) is used, data for individual countries ranges from 2021 to 2022
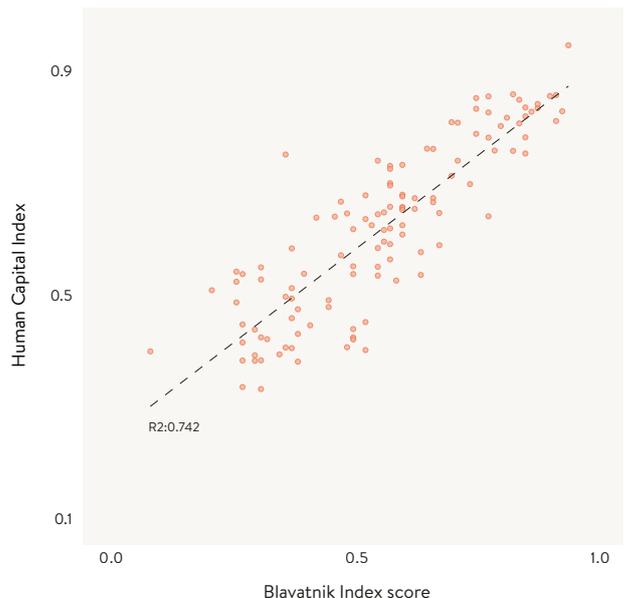
Correlation between the Blavatnik Index of Public Administration and the Human Capital Index (2020)

Source: World Bank (2024)

Helping governments to use the Index to inform and support their reform plans

Users will naturally be curious about how a country ranks in the overall Index, however it is in the scores for the domains and themes that a richer picture of performance, strengths and areas for development emerges. The Index is not a definitive assessment of a country's performance and is intended to be complementary to, and used in conjunction with, domestic and other sources of information. Together, this data and analysis should help officials, politicians and others interested in the performance of public administrations to identify areas for action and sources of inspiration.

We are committed to helping public administrations use the information and analysis in the Index, alongside domestic data and other international sources, to inform their reform and improvement plans. The Blavatnik School will help convene global peer learning sessions, both regionally and domain-focussed, to share good practice. We will engage with individual public administrations to understand and use their results,; and publish a range of insight notes and other articles highlighting key findings from the Index.

More detailed data and information on our methodology can be found on the Index's website, https://index.bsg.ox.ac.uk, along with interactive tools to support peer comparisons and learning. In making the results and methodology of the Index open source, we encourage others to make full use of the Index as a resource for comparisons, for example, incorporating data only available for a subset of countries or use the framework and domestic data to compare different ministries or sub-national governments.

Conducting further research and analysis on regional and thematic comparisons

There are many areas where one can take a deep dive into the Index to conduct further data and research. In addition to our own research analysis at the Blavatnik School, we encourage others to be curious about the data and the opportunities for further exploration. Potential areas for examination include: working with partners to create regional versions of the Index which can draw on datasets with narrower geographic coverage; exploring further the correlations between performance on the Index with inputs and outcomes; and investigating specific themes to understand why certain countries perform more strongly than others.

Collaboration to improve the data landscape on public administration

The landscape of data about public administration is often changing. In the five years since the InCiSE 2019 report we have been able to expand coverage from 38 OECD/EU countries to 120 countries, in part due to new or expanded data collections. However, there remain limitations in the available data.

Some themes are not covered or only have limited data available. In other themes there is good data available but we have not been able to include it in the Index as it is available for only a small subset of countries, or there are concerns about the robustness of the data. Even in themes where we have been able to source a large number of metrics, there are opportunities to refine and improve what is collected so that the available data better reflects the actual practice of public administration.

These gaps in the data landscape present opportunities for new research and collections, to extend or replicate existing efforts, and in some cases to make use of new technologies to extract and collate the increasing amounts of data governments publish about themselves. We hope that in due course this improves the data landscape and as a result enhances the quality and value of international comparisons of public administrations.

6

SECTION 7

METHODOLOGY

The methodology for the Blavatnik Index of Public Administration is inspired by that of the previous International Civil Service Effectives (InCiSE) Index. This section provides a summary of the methodology. Full details have been published as a series of articles on the Index's website: https://index.bsg.ox.ac.uk/

Defining public administration, selection of sources and metrics

Owing to the range of different sources used in the calculation of the Index, a pragmatic approach has been taken to define the unit(s) of analysis as the executive/administration activities and characteristics of national-level governments. The Index also explicitly excludes the measurement of policy outcomes (e.g. life expectancy, literacy rates, unemployment, economic growth etc), and wider aspects of public governance (the functioning of the legislature, judiciary, the rule of law, media/academic freedom etc).

The Index is intended to be a practical tool that helps officials, politicians and others to understand how different countries' public administrations compare. This goal has guided our approach to reviewing and selecting data sources for inclusion. Sources have been selected for inclusion if they meet four criteria:

Open access – the data source and its methodology must be published online in a free-to-access form.

Actionable – the data must measure some quality or component that officials or ministers can act on to improve performance/practice.

Quantifiable – the data must be something that can be represented numerically either as a quantity or an ordinal scale.

Recency – the data should have been updated after 1 January 2019.

Data processing workflow for the Blavatnik Index

| Data collation | Extraction and standardisation | Country selection | Normalisation | Aggregation and index calculation |

A total of 36 sources were reviewed in-depth for inclusion in the Index, of which 17 have been used to calculate the 2024 Index results, details of the sources included are provided on page 26. The data comes from a mix of multilateral institutions (such as the United Nations or the World Bank), academic projects (such as the University of Gothenburg), and non-government researchers (such as the Data 4 Development Network). The source data can be categorised into three different types:

Statistical data – either official statistics or administrative data from governments.

Assessment data – assessments of government policies and practices, either compiled by external experts or responses by government officials to surveys.

Opinion data – responses to rating exercises or opinion surveys by professional experts, or general perception surveys of business and the public at large.

In addition to these criteria, sources were also reviewed for their country coverage. In contrast to the previous InCiSE Index which covered 38 OECD/EU countries in its 2019 edition, the Blavatnik Index of Public Administration has sought from the outset to develop a more global coverage.

From these 17 sources, 82 metrics were identified for inclusion in the Index. After selection each metric was allocated to one of the 20 themes defined in the Index's conceptual framework. While some metrics are strongly aligned with only a single theme (e.g. effective enforcement of regulations with the regulation theme), some metrics align with multiple themes and in this case a pragmatic decision has been taken to ensure broad coverage of the Index's framework. For example, the metric on the use of innovative technologies and practices by tax administrations has been included in the innovation theme rather than the tax administration theme since there were several other metrics for tax administration and only two others for the innovation theme. Ultimately, at least one metric has been identified for 16 of the 20 themes defined in the Index's framework.

Country coverage

While the 17 sources used by the Index were in part selected for their broad country coverage, each source has different coverage and only one country has data for all 82 of the metrics used to calculated the Index. Like many other comparative analyses of international data, the Index must actively consider how it handles missing data.

A simple approach to country coverage would be to just use the overall percentage of metrics a country has data for. However, the metrics that make up the Index are not evenly distributed across the framework. Some themes have ten or more metrics while others have just one or two metrics. A data coverage algorithm, adapted from the chi-square test, that assesses not only the amount of data a country has but how it is spread across the Index framework has been used to give each country a data coverage score. Countries were selected for inclusion if they had a data coverage score of at least half the theoretical maximum (i.e. if they had data for all 82 metrics) and at least two-thirds of metrics overall. To help users interpret country data coverage, countries have also been given a grade of A to D based on both the data coverage score and the overall percentage of metrics.

## Data processing, aggregation and calculation of the Index

The production of the Index follows a five step process: (i) collation, (ii) extraction and standardisation, (iii) country selection, (iv) normalisation, and (v) aggregation.

First, the data for each source is downloaded, collated and catalogued. Each source is then processed to extract the data for each metric in a standardised format. Country coverage is then determined through the data coverage assessment described above.

Once the country coverage has been determined, the source data is subset to the countries of interest and normalised. Normalisation converts the values for each metric to a common 0-1 scale, where 0 represents the 'lowest' score of the observed data for the metric and 1 represents the 'highest' score of the of the observed data for the metric. For the majority of metrics the maximum value represents the 'highest' score, but in some metrics the source data needs to be inverted (i.e. where lower scores indicate better performance, such as the level of tax arrears) or the transformation is based on a reference point (e.g. for the gender equality measures a score of 1 represents the country closest to women being 50% of the workforce).

After normalisation the data is then aggregated according to the Index's data model. As described above, the 82 metrics extracted from the source data are allocated to one of the framework's 20 themes (which themselves are organised in 4 domains). As an intermediate tier in the data model, metrics that measure similar concepts within a theme are grouped together as an indicator. For example, the eight metrics that contribute to the openness and communications theme are grouped into three indicators: right to information; open government; and engagement and feedback. The aggregation of data is undertaken for each tier by calculating the unweighted (mean) average of its constituent parts – an indicator's score is the average of the metrics assigned to it; each theme's score is the average of the indicators within the theme; each domain's score is an average of its four themes; and, finally, the Index itself is an average of the score for each of the four domains. To keep the methodology simple and transparent, in addition to not weighting the data, there is no active imputation of missing data at any stage of aggregation.

Data coverage scores of countries included in the Index

Data coverage scores

80 100 120 140 160
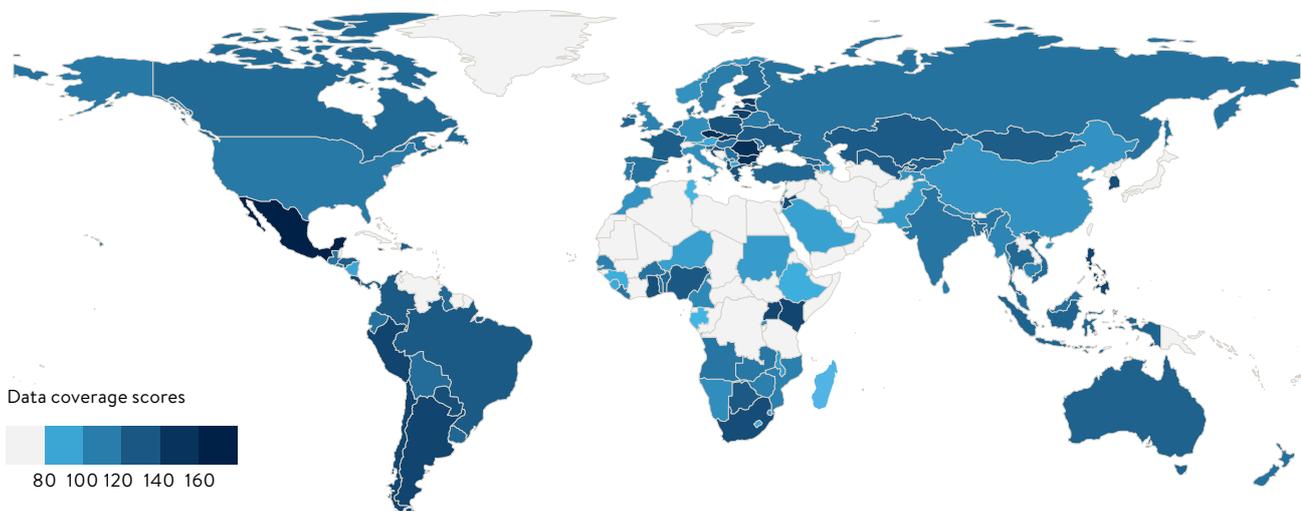
SECTION 8

DATA SOURCES

The Blavatnik Index of Public Administration 2024 draws on 17 separate data sources.
Set out below are how these sources contribute to each of the Index's four domains and 16 themes.

Strategy and Leadership domain	
Strategic capacity • Bertelsmann Transformation Index 2024 • Sustainable Governance Indicators 2022	**Openness and communications** • Bertelsmann Transformation Index 2024 • GovTech Maturity Index 2022 • Rule of Law Index 2023 • Sustainable Governance Indicators 2022
Integrity • Bertelsmann Transformation Index 2024 • Global Corruption Barometer 2019-2021 • Global Data Barometer 2021 • Quality of Government Expert Survey 2020 • Rule of Law Index 2023 • Varieties of Democracy Dataset v14 (2023)	**Innovation** • Bertelsmann Transformation Index 2024 • GovTech Maturity Index 2022 • International Survey of Revenue Administration 2021

Public Policy domain	
Policy making • Bertelsmann Transformation Index 2024 • Sustainable Governance Indicators 2022	**Regulation** • Rule of Law Index 2023
Crisis and risk management • Global Cybersecurity Index 2020 • Sendai Framework Monitor 2023	**Use of data** • Global Data Barometer 2021 • Open Data Inventory 2022 • PARIS21 Statistical Capacity Monitor 2020

National Delivery domain	
System oversight • Bertelsmann Transformation Index 2024 • Sustainable Governance Indicators 2022	**Digital Services** • GovTech Maturity Index 2022
Tax administration • Doing Business 2020 • International Survey of Revenue Administration 2021	**Border services** • Logistics Performance Index 2022

People and Processes domain	
Diversity and inclusion • Gender Statistics Database 2023 • ILOSTAT 2023 • International Survey of Revenue Administration 2021 • Varieties of Democracy Dataset v14 (2023)	**HR management** • Quality of Government Expert Survey 2020 • Varieties of Democracy Dataset v14 (2023)
Procurement • Global Data Barometer 2021	**Technology and workplaces** • GovTech Maturity Index 2022

The table below provides details of each data source, the type of data collection, reference year(s) of the data included in the Index and their website. Full details of each source, the data extracted from them and any processing and transformation of that data is provided on the Index's website: https://index.bsg.ox.ac.uk

Source	Published	Type of data collection	Reference year(s)	Website
Bertelsmann Transformation Index 2024	Bertelsmann Stiftung	Opinion (expert)	2023	https://bti-project.org/
Doing Business 2020	World Bank	Opinion (business)	2020/	https://www.worldbank.org/en/businessready/doing-business-legacy
Gender Statistics Database	European Institute for Gender Equality	Statistical data (official statistics)	2023	https://eige.europa.eu/gender-statistics/dgs
Global Corruption Barometer	Transparency International	Opinion (general public)	2019-2021	https://www.transparency.org/en/gcb
Global Cybersecurity Index 2020	International Telecommunications Union	Assessment (self-assessment)	2020	https://www.itu.int/epublications/publication/D-STR-GCI.01-2021-HTM-E/
Global Data Barometer	Data for Development Network	Assessment (external)	2021	https://globaldatabarometer.org/
GovTech Maturity Index 2022	World Bank	Assessment (self-assessment)	2022	https://www.worldbank.org/en/programs/govtech/gtmi
ILOSTAT	International Labor Organisation	Statistical data (official statistics)	2023	https://ilostat.ilo.org/
International Survey of Revenue Administration 2021	CIAT, IMF, IOTA and OECD	Statistical data (administrative data return)	2021	https://data.rafit.org/
Logistics Performance Index	World Bank	Opinion (business)	2022	https://lpi.worldbank.org
Open Data Inventory 2022-23	Open Data Watch	Assessment (external)	2022	https://odin.opendatawatch.com/
Quality of Government Expert Survey 2020	Quality of Government Institute, University of Gothenburg	Opinion (expert)	2020	http://qog.pol.gu.se
Rule of Law Index 2023	World Justice Project	Opinion (expert and general public)	2016-2022	https://worldjusticeproject.org/rule-of-law-index/
Sendai Framework Monitor	UN	Assessment (self-assessment)	2017-2023	https://unstats.un.org/sdgs/dataportal
Statistical Capacity Monitor	PARIS21 (UN, EC, OECD, IMF and WB)	Assessment (expert)	2019-2020	https://statisticalcapacitymonitor.org/
Sustainable Governance Indicators 2022	Bertelsmann Stiftung	Opinion (expert)	2022	http://sgi-network.org
Varieties of Democracy dataset version 14	V-Dem Institute, University of Gothenburg	Opinion (expert)	2023	https://www.v-dem.net

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SECTION 9

RESULTS FOR ALL COUNTRIES

The table below summarises the overall ranking and scores for the 120 countries included in the Blavatnik Index of Public Administration 2024. It also shows each country's rank in the four domains of the Index. Each country has also been given a grade from A to D to reflect their data coverage; countries with grade A have the highest availability of data in the sources that make up the Index while those with grade D have the lowest availability of data.

Index rank	Index score	Country	Domain ranks				Data coverage grade
			Strategy and Leadership	Public Policy	National Delivery	People and Processes	
1	0.85	Singapore [SGP]	=5	=1	1	=4	C
2	0.84	Norway [NOR]	=2	=8	6	1	D
=3	0.83	Canada [CAN]	4	=4	=4	=4	B
=3	0.83	Denmark [DNK]	1	=15	=4	=4	B
5	0.82	Finland [FIN]	=2	=1	11	17	B
=6	0.80	New Zealand [NZL]	=11	6	=12	=2	C
=6	0.80	United Kingdom [GBR]	=7	3	=14	=10	C
8	0.79	Australia [AUS]	=7	=15	=9	=10	B
=9	0.78	Estonia [EST]	=11	=11	17	=2	A
=9	0.78	France [FRA]	=14	=11	8	=10	B
=9	0.78	Spain [ESP]	=14	=4	7	=28	B
=9	0.78	United States [USA]	=5	10	=22	=14	C
=13	0.77	Germany [DEU]	=18	=19	=2	=33	D
=13	0.77	Netherlands [NLD]	=14	7	18	=14	B
=15	0.76	Lithuania [LTU]	10	=15	=19	23	A
=15	0.76	South Korea [KOR]	20	=11	=14	=14	A
17	0.75	Belgium [BEL]	13	=23	=12	=18	D
18	0.74	Austria [AUT]	=18	25	=9	=30	D
19	0.73	Latvia [LVA]	=14	=23	=14	=44	A
=20	0.72	Italy [ITA]	25	=15	=19	=33	D
=20	0.72	Portugal [PRT]	=27	14	=19	=18	C
=20	0.72	Sweden [SWE]	9	=42	=2	=74	C
=20	0.72	Uruguay [URY]	22	29	=25	=10	B
=24	0.70	Ireland [IRL]	23	=8	=28	=57	B
=24	0.70	Israel [ISR]	24	22	=30	=38	D
=24	0.70	Slovenia [SVN]	26	=19	=25	=18	B
27	0.69	Chile [CHL]	21	=30	=49	=7	A
=28	0.67	Czechia [CZE]	=27	27	39	=24	A
=28	0.67	Greece [GRC]	=31	=30	=22	=30	A
=30	0.66	Poland [POL]	=36	=19	=25	=48	B
=30	0.66	Slovakia [SVK]	=31	26	=33	=33	A

Index rank	Index score	Country	Domain ranks				Data coverage grade
			Strategy and Leadership	Public Policy	National Delivery	People and Processes	
=32	0.64	Brazil [BRA]	=33	=36	=36	=28	A
=32	0.64	Colombia [COL]	=36	=42	=47	=7	A
=34	0.63	Costa Rica [CRI]	30	=30	=63	=30	A
=34	0.63	Malta [MLT]	=27	35	=28	=70	C
=34	0.63	Mauritius [MUS]	=36	28	=40	=48	D
37	0.62	Croatia [HRV]	=36	=30	=43	=52	A
=38	0.61	Dominican Republic [DOM]	=41	=50	=54	=18	B
=38	0.61	Indonesia [IDN]	=36	=36	=54	=38	B
=40	0.60	Kazakhstan [KAZ]	=59	=39	=57	=24	B
=40	0.60	Malaysia [MYS]	=68	61	=40	=7	B
=42	0.58	Albania [ALB]	44	=50	=59	=48	A
=42	0.58	Bulgaria [BGR]	=46	62	=30	=54	A
=42	0.58	Georgia [GEO]	=46	=30	=63	=65	B
=42	0.58	Hungary [HUN]	=48	=36	=49	=65	C
=42	0.58	Mexico [MEX]	=41	=50	=72	=33	A
=42	0.58	Moldova [MDA]	=33	=55	=80	=24	C
=42	0.58	Thailand [THA]	=68	=69	=30	=24	B
=42	0.58	Ukraine [UKR]	=33	=67	=63	=38	A
50	0.57	India [IND]	=41	=55	=43	=79	C
=51	0.56	Armenia [ARM]	=56	66	=72	=33	C
=51	0.56	China [CHN]	=53	=42	=40	81	D
=51	0.56	Jordan [JOR]	=64	=46	=22	=94	A
=51	0.56	Mongolia [MNG]	45	=63	=49	=61	B
=51	0.56	Paraguay [PRY]	=48	=76	=74	=18	A
=51	0.56	Russia [RUS]	=71	=48	=63	=44	C
=51	0.56	Serbia [SRB]	=71	=48	=57	=54	C
=51	0.56	Türkiye [TUR]	=76	41	=33	82	C
=59	0.55	North Macedonia [MKD]	=80	=46	=49	=61	D
=59	0.55	Peru [PER]	=53	=67	=63	=42	A
=59	0.55	Saudi Arabia [SAU]	=48	=55	=33	=91	D
=62	0.54	Argentina [ARG]	=48	=82	=63	=44	A
=62	0.54	Kenya [KEN]	=64	=71	=43	=63	A
=62	0.54	Panama [PAN]	=59	=86	=47	=44	B
=62	0.54	Philippines [PHL]	=76	45	=74	=48	A
=62	0.54	Vietnam [VNM]	=59	=55	=36	=88	B
=67	0.53	Kosovo [XKK]	=59	=86	=63	=42	D
=67	0.53	Romania [ROU]	=53	=63	78	=63	A
=69	0.52	Ecuador [ECU]	=56	=90	=36	=74	C
=69	0.52	Montenegro [MNE]	=64	=63	=74	=65	D
=69	0.52	Rwanda [RWA]	=64	=39	=59	=108	D
=69	0.52	South Africa [ZAF]	=59	=79	=59	=70	A
=73	0.50	Azerbaijan [AZE]	=74	=50	=49	=106	D
=73	0.50	Benin [BEN]	=68	=76	=74	=79	B
=73	0.50	Botswana [BWA]	=74	=69	=82	=70	A
=73	0.50	Morocco [MAR]	=78	=71	=63	=76	D

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Index rank	Index score	Country	Domain ranks				Data coverage grade
			Strategy and Leadership	Public Policy	National Delivery	People and Processes	
=73	0.50	Tunisia [TUN]	=71	=55	=82	=83	D
=73	0.50	Zambia [ZMB]	=84	=90	=43	=70	C
=79	0.49	Trinidad and Tobago [TTO]	=48	=82	85	=76	B
=79	0.49	Uganda [UGA]	=86	=90	=63	=52	A
=81	0.48	Jamaica [JAM]	=56	=82	=94	=57	A
=81	0.48	Uzbekistan [UZB]	83	=50	=54	=115	A
83	0.47	Sri Lanka [LKA]	=78	=71	79	=94	C
=84	0.46	Ghana [GHA]	=86	=55	=82	=100	A
=84	0.46	Guatemala [GTM]	=93	=96	=88	=38	C
=86	0.44	Bolivia [BOL]	=86	=100	=88	=65	B
=86	0.44	Kyrgyzstan [KGZ]	=86	=74	=96	=83	B
88	0.43	Senegal [SEN]	=80	78	=100	=91	C
89	0.42	Nepal [NPL]	=91	=104	=59	=103	C
=90	0.41	Namibia [NAM]	=86	89	103	=91	D
=90	0.41	Nigeria [NGA]	103	=79	=96	90	A
=90	0.41	Pakistan [PAK]	=104	=79	=96	=88	D
=93	0.40	Bangladesh [BGD]	=93	103	=88	=94	B
=93	0.40	El Salvador [SLV]	=80	110	=80	=108	C
=93	0.40	Ethiopia [ETH]	=97	=90	=94	=97	D
=93	0.40	Honduras [HND]	100	=118	=88	=54	B
=93	0.40	Togo [TGO]	=91	=86	=104	=97	B
=98	0.39	Belarus [BLR]	=112	=74	93	102	C
=98	0.39	Burkina Faso [BFA]	=93	=82	=100	=111	C
=98	0.39	Zimbabwe [ZWE]	=107	=96	=109	=57	D
101	0.38	Eswatini [SWZ]	114	=118	=88	=57	D
102	0.36	Cameroon [CMR]	=112	=108	=107	=65	C
=103	0.35	Guyana [GUY]	115	=90	=109	=83	C
=103	0.35	Lebanon [LBN]	116	=108	=86	=97	D
=103	0.35	Lesotho [LSO]	=84	120	115	=76	D
=103	0.35	Niger [NER]	=101	99	=117	=83	D
=103	0.35	Sierra Leone [SLE]	=97	=111	=104	=106	D
=108	0.34	Guinea [GIN]	=107	=100	=109	=103	D
=108	0.34	Malawi [MWI]	=97	=111	106	=113	D
=108	0.34	Mozambique [MOZ]	=107	113	=96	=103	D
=111	0.32	Angola [AGO]	=101	=114	=107	=113	C
=111	0.32	Gambia [GMB]	=93	=106	119	=111	D
=111	0.32	Liberia [LBR]	=104	=96	116	=115	C
=111	0.32	Madagascar [MDG]	=104	=114	114	=100	D
=111	0.32	Tajikistan [TJK]	117	=90	=100	117	D
=116	0.31	Cambodia [KHM]	110	=116	=86	119	C
=116	0.31	Gabon [GAB]	111	=100	=117	=108	D
=116	0.31	Nicaragua [NIC]	120	=106	=109	=83	D
119	0.27	Myanmar [MMR]	=118	=104	=109	118	D
120	0.17	Sudan [SDN]	=118	=116	120	120	D

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